



## The Impact of Human Resources Management, Collaboration, Partnership with Empowerment Approach Mediating on Sustainability of FMSRB Program Asset Management

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### **Abstract**

This study aims to discover the correlation and the impact of human resources management, collaboration, and partnership with the empowerment variable mediating on sustainability of Flood Management in Selected River Basins (FMSRB) program assets. The results of the reliability testing (Cronbach's Alpha's analysis) to 5 study variables are very reliable and consistent with a score approaching 1 (Human Resources Management/HRM = 0.967. Collaboration = 0.941. Partnership = 0.939. Empowerment = 0.950. Sustainability= 0.952). Furthermore, through the convergent validity calculation, a significant correlation among the variables was discovered. There is a significant direct correlation of HRM with the Empowerment approach mediation to the sustainability of program assets management ( $\beta$  0.141, p-0.038), as well as the Partnership ( $\beta$  0.205, p-0.012); whereas the collaboration with the empowerment approach mediating on sustainability of program assets management, the direct correlation was rejected (B 0.005, p-0.067). Based on the results of the study, it is recommended that the sustainability of FMSRB program assets management will be able to take place if the entire stakeholders have committed to the implementation of human resources management, the improved quality of collaboration and quality of empowerment approach-based partnership.

**Keywords:** *Human Resources Management; Collaboration; Partnership; Empowerment and Sustainability*

## Introduction

Flood occurred in 3 Cis River Basin (Ciujung, Cidanau, and Cidurian) of Banten Province and Ambon-Seram River Basin of Maluku Province in 2013. The flood in Ciujung River has poor impact on 19,674 households, 50,527 refugees and has disrupted the traffic along Jakarta-Merak toll road connecting Java to Sumatera Island. Whereas in Ambon-Seram River Basin, the flood destroyed 59 houses, 10 people died, 5 people missing, and 7,212 people are displaced. (PAM, 2018).

It is known that those two River Basins have a similar case in terms of potential and trend of flood that increases. One of the Government's efforts to overcome the flood is through FMSRB program using ADB loan. FMSRB program takes place during the period of 2017-2022/2023 with the purpose of making 3 Cis and Ambon-Seram River Basins as a pilot in the community, collaborative, and integrative-based flood mitigation management. The program combines the physical construction (structural) activity and community, collaborative, and integrative-based non-structural activity.

4 outputs are produced from FMSRB Program. *First*, the improved quality of flood management planning. *Second*, the improved land management and the upgraded flood-retaining buildings. *Third*, the capacity building for community-based flood risk management; and *fourth*, the enhancement of policy, and capacity at the central level.

There are 4 central institutions that become a part of the program. *First*, Ministry of National Development Planning/National Development Planning Agency. *Second*, Ministry of Public Works and Housing. *Third*, Ministry of Agriculture. *Fourth*, Ministry of Home Affairs. While at Regional level includes Badan Perencanaan Pembangunan Daerah (BAPPEDA)/Regional Development Planning Agency, Public Works and Spatial Planning Agency, Badan Penanggulangan Bencana Daerah (BPBD)/Regional Disaster Management Agency, Forestry Agency (Maluku Province), Environment and Waste Agency (Ambon City), and Agriculture Agency (3 Districts in Banten Province).

The main responsibility of Ministry of Home Affairs Cq Sub-Directorate for Agriculture and Food-Directorate of Synchronization of Regional Government Affairs 1-Directorate General of Regional Development is to improve the capacity of flood risk management based on HRM, cross-stakeholder collaboration, and partnership that focuses on the empowerment approach. The responsibility is very reasonable due to the following objectives: (1) Support the sustainable development by synchronizing and harmonizing the development needs and flood risk; (2) Reduce casualty due to flood; (3) maximize the land use in the river basin efficiently and effectively, so it can reduce the social impact due to flood; and (4) The environmental preservation by maintaining the river and ecosystem in supporting the people livelihood in the river basin.

The FMSRB program structural activities under the Directorate General of Regional Development Ministry of Home Affairs include (1) 152 units of retaining walls; (2) 24 units of small water collection ponds; (3) 265 units of drainages; (4) 56 units of rainfall harvesting systems; (5) 46 units of retention wells; (6) 2,351 units of biopory; and (7) 13 units of evacuation routes. Whereas the non-structural activities include: (1) 140 disaster-oriented village social institutions or called Kelompok Masyarakat Siaga Bencana (KMSB)/Disaster Preparedness Community Group; (2) 140 waste management-oriented village social institutions or called Waste Bank; (3) 4 Flood Risk Management Plan (FRMP) documents in 4 Districts/City; (4) 2 drainage master plans in Serang District and Ambon City; and (6) 2 Building Code document, each in Serang District and Ambon City. The status of constructed infrastructure assets (figure 1) indicates that 65.10% are very good and 17.90% are good, only 0.90% are poor.

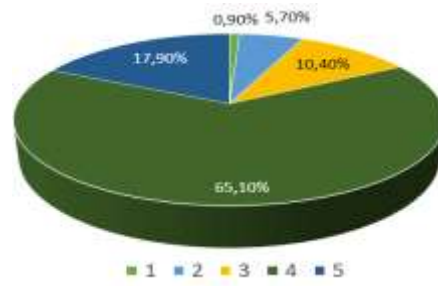


Figure 1 Status of Infrastructure Assets Sustainability (E6,2023)

A positive learn of the success of FMSRB program under the Directorate General of Regional Development Ministry of Home Affairs is the productivity in implementing the HRM, collaboration, partnership, and empowerment approach for the vision of FMSRB program assets management sustainability. Figure 2 indicates that the stakeholders' performances are very productive (61.30%), productive (24.50%), and only 2.80% (very unproductive). The further question that arises are how great the influence of 3 independent variables (human resources management/ $X_1$ , collaboration/ $X_2$  and partnership/ $X_3$ ) to sustainability/ $Y$ , either in variable and collective unit? How great the influence of 3 independent variables to the empowerment intervening variable ( $Z$ ), and how great the influence of 3 independent variables simultaneously to the sustainability of program assets management with the empowerment approach mediating. The description and explanation of all the questions can be found in the further discussion that based on the results of study using the combination of qualitative and quantitative analysis.

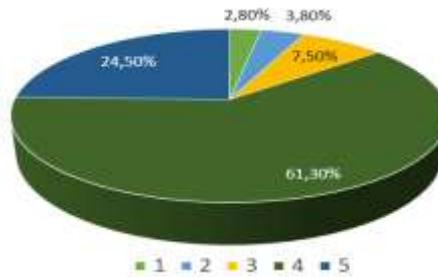


Figure 2 Productivity of Stakeholders' Performances (A5,2023)

### Literature Review

Human Resources Management (Kasmir, 2016:25), is a process of managing the human through the planning, recruitment, training, development, compensation awarding, carrier, and work relationship to achieve the goal and the stakeholders' welfare. The featured key in the human resources management aspect is "the right people in the right place at the right time" (Anatan & Ellitan, 2007:30). The implementation of FMSRB program management is that the human as the element of stakeholders of the program has to play an active role in every activity, starting from planning, implementation, utilization and maintenance, monitoring and development for the sustainability of program management including the assets. HRM is the key instrument in the program assets management, both infrastructure (structural) and non-infrastructure (non-structural). Human resources management also has a positive impact on the sustainability of assets management. This is suitable to the results of Omega Gratia Anita Karisoh, Riane Johnly Pio, and Sandra Ingried Asaloei's studies (2017) stating that sustainability is influenced by the human resources management practice of 70.2%.

Collaboration. As a part of the variable of the study, it tends to have a positive impact on the sustainability of assets management. Definitively, collaboration is cooperation between individuals, groups, or different entities to achieve a mutual goal. Collaboration is knowledge, skills, resources, and responsibility sharing to achieve better results instead of the results achieved individually. (Camarihna-Matos and Afsarmanesh, 2008). In a macro terms, in connection with Government program management, there are 4 types of collaborative relationships (Wanna, 2008): (1) collaboration in the government by involving various parties; (2) collaboration between governments by involving the institutions from various jurisdiction; (3) collaboration between governments and goods and service provider as an external third party; and (4) collaboration between governments and people or community. Collaboration in flood management is helpful in overcoming the problem complexity and challenges that relate to flood risk and mitigation.

The collaboration principle from Emily R. Lai (Pearson, 2011) is the mutual engagement of participants in a coordinated effort to solve a problem together. Collaborative interactions are characterized by shared goals, symmetry of structure, and a high degree of negotiation, interactivity, and interdependence. The collaboration and active participation of all parties especially the community become the absolute requirements of the program management phase. (Agus Suryono, 2001).

The most prominent collaboration in FMSRB is a concept collaboration (structural and non-structural) for river productivity and flood mitigation. Productivity is interpreted as more abundant, more qualified, and more beneficial work. The productivity is efficiency of the process to be as maximum as possible to produce the results of resources being used. (Anoraga, 2009). Productivity is the positive result from the comparison of output and input. (Hasibuan, 2003). Figure 3 indicates that the collaboration of cross-FMSRB stakeholders is very good (59.40%), good (25.50%), and poor (1.90%).

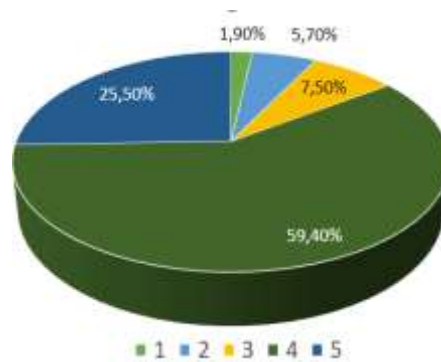


Figure 3 Cross-stakeholders collaboration  
(B1,2023)

Partnership. As a part of the variable of the study, the characteristic of partnership is creating correlation or agreement between two parties in achieving the goal. In the context of an organization or project, the partnership involves the collaboration and support of different entities, which aim to utilize the expertise, resources, and experience to achieve success together. The partnership in flood risk management is the holistic, efficient, and sustainable approach of the parties in facing flood. By merging the various expertise and resources, the negative impact of flood can be minimized. The partnership pattern in the development is for the people's welfare (Jeane, 2001). Figure 4 indicates that a dimension of partnership in the form of communication among the partners tends to be effectively developed. Very effective (49.10%), effective (24.50%), and not effective (0.90%).

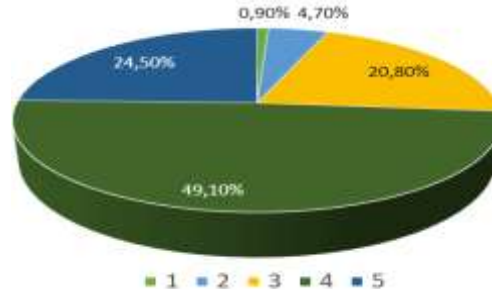


Figure 4 Partnership Effectiveness  
(C2,2023)

**Empowerment.** As a part of the variable of the study, empowerment is defined as a process where the individuals, groups, or community is given with knowledge, skills, resources, and authority required to take control of their own life; making a decision that has an impact on themselves, and contributing actively in the social, economy, environment, and even political development. The empowerment is a concrete measure towards independence and self-managed in managing their own environment in the sustainable development agenda (Ikbal Herdiansyah, 2019).

The work principle of empowerment includes optimization of community participation, capacity building (knowledge, skills and attitude), education, transformation, optimization of contribution, self-reliance, local wisdom based, collaborative and prioritizing justice (Owin, 2004). The empowerment principle in flood management is to enhance knowledge, skills, and responsibility to the people to play an active role in reducing flood risk, protecting themselves and contributing to mitigation efforts. It does not only give practical benefits in facing flood risk, but also creates a sense of care, independence, and optimal participation. Figure 5 indicates that participation of all stakeholders as a main principle of empowerment is very good (72.70%), good (17.90%), and poor (0.90%).

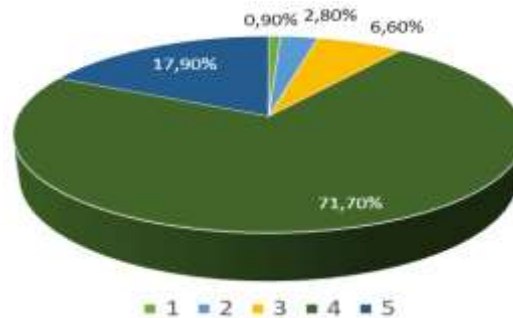


Figure 5 Participation in Program Management  
(D2,2023)

**Sustainability.** As the dependent variable in this study, sustainability is a theory that was first stated by Meadows and friends (1972). At that time, sustainability was an effort of people to prioritize social response to environmental and economic issues, which hoped that it could fulfill the present needs and future generations (WCED, 1987). In its progress, sustainability is oriented to an ability to take care of and maintain a long-term condition or system to fulfill the current needs without giving up the capability of the future generation. In a broader context, sustainability refers to the extent to which the program assets can last and work without destroying the environment, social, or economic. In the context of flood management, sustainability refers to the long-term efforts to reduce flood risk, protect the people and environment, as well as maintaining the balance of the water ecosystem in a sustainable manner.

**Metodology**

The process of collecting data in this study used a survey method, combined with qualitative and quantitative analysis (Pasolong, 2012). The distribution of the questionnaire was carried out in July-August 2023 to 106 program managers as respondents. They were samples of the population in the Ministry (4 Ministries), Province (Banten and Maluku), District/City (Serang, Pandeglang, Lebak and Ambon) and Village/Kelurahan (Krejcie & Morgan, 1970). The comparison of demography data stated that the respondents consisted of males (74%) and females (26%).

The reliability testing uses Cronbach’s Alpha to 5 variables (Human Resources Management, Collaboration, Partnership, Empowerment, Sustainability) using Likert scale from 1-5 (Sugiyono, 2018). Each variable has 6 indicators which further become a list of questions. If the result is above 0,60 (>0,60) or approaching 1, it indicates that the result is very reliable or very consistent. The main objective of the reliability testing with Cronbach’s Alpha is to ensure the measurement instrument used in this study has a fair high and strong level of consistency and reliability.

The reliability testing is carried out with the calculation of convergent validity (Hair et al, 2013) namely Composite Reliability (CR) and Everage Variance Extracted (AVE). Discriminant validity assessment (Henseler et al. 2016), is specified through Fornell & Larcker criteria and Heterotrait-Monotrait (HTMT) correlation ratio. If the AVE squares on each construct pair is higher than the estimation of correlation among the construct, then it indicates a satisfying discrimination validity (Bagozzi & Yi, 1988); Fornell & Larckel, 1981; J. Hair et al, 2010). The discriminant validity, as developed by Fornell and Larcker is a tool used in measurement model analysis and structural equation modeling to evaluate the discriminant validity among the construct in the model.

Furthermore, the mediating analysis uses the calculation of the model with Partial Least Squares Structural Equation Modeling Technique (PLS-SEM) which is a technique to analyze the measurement and model of structure (Hair et al, 2016) through software smart PLS (Ringle et al, 2005). PLS-SEM is used to test the correlation among the construct (multi-varians) simultaneously (Ali el al. 2018; Hair et al, 2016).

**Result and Discussion**

Based on the measurement model analysis, the discriminant validity analysis, and the mediating analysis with the calculation of model through *the Partial Least Squares Structural Equation Modeling Technique (PLS-SEM)*, then sequentially the result and discussion are as follow:

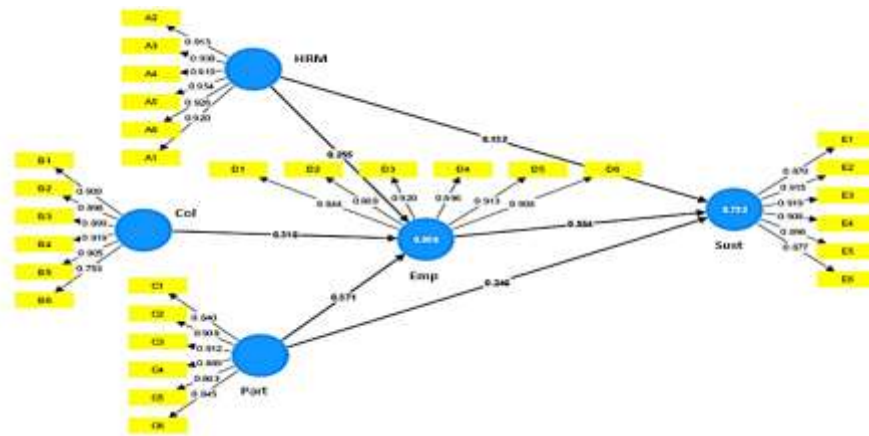


Figure 6 the Result of Model Assessment  
(Source: Analysis of Study Data, August 2023)

From figure 6 on the result of PLS-SEM model assessment and regression analysis, as well as the path coefficient, it is discovered the correlation among variables. Table 3 on the result of the hypothesis testing shows p-score of hypothesis. This analysis measures the extent to which existing evidence supports or rejects the hypothesis that states the null hypothesis.

Table 1 Measurement Model Analysis (Outer Model)

Constructs	Items	Loading	CA	CR	AVE
Human Resources Management (HRM)	A1	0.920	0.967	0.968	0.860
	A2	0.913			
	A3	0.938			
	A4	0.910			
	A5	0.954			
	A6	0.928			
Collaboration (Col)	B1	0.900	0.941	0.946	0.775
	B2	0.896			
	B3	0.899			
	B4	0.919			
	B5	0.905			
	B6	0.753			
Partnership (Part)	C1	0.840	0.939	0.942	0.768
	C2	0.908			
	C3	0.912			
	C4	0.889			
	C5	0.863			
	C6	0.845			
Empowerment (Emp)	D1	0.844	0.950	0.960	0.952
	D2	0.889			
	D3	0.920			
	D4	0.896			
	D5	0.913			
	D6	0.908			
Sustainability (Sust)	E1	0.870	0.952		
	E2	0.915			
	E3	0.919			
	E4	0.908			
	E5	0.896			
	E6	0.877			

Source: Analysis of Study Data, August 2023

Based on Figure 6 and Table 1, the result of the reliability testing with Cronbach’s Alpha analysis of 5 variables (Human Resources Management, Collaboration, Partnership, Empowerment, Sustainability), is very reliable or very consistent because all scores are above 0,60 (>0,60) or approaching 1. The result affirms that the convergent validity is satisfying because each factor loadings indicator ranges from 0.753 to 0.954. It means that the variable validity has exceeded the level of standard (Anderson & Gerbing, 1988); Rambut et al, 2012).

The score of Human Resources Management variable = 0.967. This score indicates that “Human Resources Management” variable has a very high level of reliability. This variable is very consistent and

reliable for measuring variables to be measured and analyzed. It means that “Human Resources Management” variable can be measured very well and can be trusted as a part of the model of study.

The score of the collaboration variable = 0.941. The score of the partnership variable = 0.939. The score of empowerment variable = 0.950. The score of sustainability variable = 0.952. All variable scores almost approaching 1. It means that all variables are very consistent and reliable for measuring variables to be measured and analyzed. All variables can be measured very well and can be trusted as a part of the model of study.

Furthermore, the result of the reliability test through the calculation of convergent validity (Hair et al, 2013), Composite Reliability (CR) and Average Variance Extracted (AVE) is consistent. The result of CR for Human Resources Management variable = 0,968. The score indicates that the Human Resources Management variable has a very high level of reliability. This variable is consistent and reliable for measuring the variable to be further measured and analysed. This is positive information in the study since it gives a belief that the result of variable measurement is good. While AVE score of Human Resources Management variable = 0,860. It means the variable has a very good level of validity. This score indicates that most variants of data being observed can be explained by that variable. Another case is this variable also has good measurement quality and is able to distinguish well between that variable from others.

The result of CR for collaboration variable = 0,946 and AVE = 0,775. CR for partnership variable = 0,942 and AVE = 0,768. CR for empowerment variable = 0,960 and AVE = 0,952. CR for sustainability variable = 0,952. All scores indicate that collaboration, partnership, empowerment and sustainability variables have a very high level of reliability. All variables are consistent and positive, so those are reliable for measuring the variable to be measured. Likewise AVE score, all variables have AVE scores that almost approaching 1. It means those have a very good level of validity, have good measurement quality, and are able to distinguish those variables from others.

Table 2 Discriminat Validity  
Fornell and Larcker

Constructs	1	2	3	4	5
Sust	0.898				
Col	0.864	0.881			
Part	0.823	0.861	0.876		
HRM	0.800	0.929	0.808	0.927	
Emp	0.875	0.872	0.849	0.848	0.895

HTMT

Sust	0				
Col	0.713				
Part	0.666	0.712			
HRM	0.734	0.672	0.641		
Emp	0.718	0.718	0.696	0.682	

Source: Analysis of Study Data, August 2023

The scores in Table 2 discriminant validity (Henseler et al, 2016) are specified through Fornell & Larcker criteria and ratio of Heterotrait-Monotrait (HTMT) correlation. The score can measure the extent to which the variable can be distinguished from one another. If all HTMT scores are higher than 0.85, then it is confirmed that all variables have an acceptable discriminant validity (Hair et al, 2016).



The result of the calculation in Table 2 indicates that the HRM variable is (1) 0.800, (2) 0.929, (3) 0.808, and (4) 0.927. It means this variable plays a strong role in measuring a desired concept and is reliable in the context of analysis. Likewise the collaboration variable (1) 0.864 and (2) 0.881; Partnership variable (1) 0.823, (2) 0.861 and (3) 0.876; Empowerment variable (1) 0.875, (2) 0.872, (3) 0.849, (4) 0.848 and (5) 0.895; and Sustainability variable = 0.898. These results indicate that the squares of AVE in each pair of variables is higher than the correlation estimation among the variables, so it shows a satisfying discriminant validity (Bagozzi & Yi, 1988; Fornell & Larcker, 1981; J. Hair et al, 2010).

The calculation of the correlation ratio from the calculation of Heterotrait-Monotrait indicates that the HRM variable is (1) 0.734, (2) 0.672 and (3) 0.641. Since the score is less than 1, this variable has a stronger correlation with the same variable instead of the different variables. It means there is discriminant validity between Human Resources Management variable and other variables. For the other 4 variables (collaboration=0.713, partnership=0.666 and 0.712, and empowerment=0.718, 0.718, 0.696 and 0.682), all scores are less than 1. It is confirmed that all HTMT scores of 4 variables have acceptable discriminant validity. The results also confirm that all variables with HTMT scores have acceptable discriminant validity.

Table 3 Results of Hypothesis Testing

Hypothesis	Correlation	Path coefficient ( $\beta$ )	t-score	p-score	Support
H1	HRM $\rightarrow$ Emp	0.255	2.191	0.028	Yes
H2	Col $\rightarrow$ Emp	0.316	2.016	0.044	Yes
H3	Part $\rightarrow$ Emp	0.371	3.028	0.002	Yes
H4	HRM $\rightarrow$ Sust	0.273	2.347	0.019	Yes
H5	Col $\rightarrow$ Sust	0.175	1.829	0.067	No
H6	Part $\rightarrow$ Sust	0.452	4.117	0.000	Yes
H7	Emp $\rightarrow$ Sust	0.554	4.965	0.000	Yes
H8	HRM $\rightarrow$ Emp $\rightarrow$ Sust	0,141	2,077	0,038	Yes
H9	Col $\rightarrow$ Emp $\rightarrow$ Sust	0,175	1,829	0,067	No
H10	Part $\rightarrow$ Emp $\rightarrow$ Sust	0,205	2,510	0,012	Yes

Source: Analysis of Study Data, August 2023

The result of structural model analysis indicates that hypothesis 1 “Correlation and impact of the human resources management on empowerment” is acceptable ( $\beta$  0.255). It means, the contribution of HRM on empowerment is 0,255. For p-score = 0,028. Statistically, the correlation between HRM and empowerment is significant in the significance level of 0,05. The implication, the program management needs sustainability, a proper empowerment-based HRM is needed. The existing condition (figure 7), HRM aspect is relatively good (56.60%).

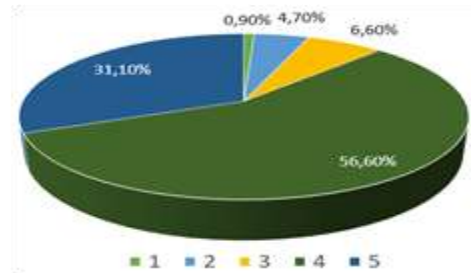


Figure 7 Stakeholders' commitment on work (A4,2023)

Hypothesis 2 “correlation and impact of collaboration variable on empowerment” is acceptable ( $\beta$  0,316,  $p$ -0,044). The contribution of collaboration on empowerment is 0.316. While  $p$ -0,044 indicates the correlation between collaboration and empowerment is significant. The implication, sustainability-oriented program management, the empowerment-based collaboration approach is required. The existing condition (figure 8), the collaboration of the Experts in the region is very high (62.30%).

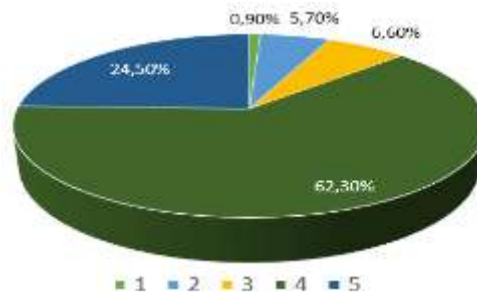


Figure 8 Collaboration of expert in the region (B5,2023)

Hypothesis 3 “Correlation and impact of partnership on empowerment is acceptable” ( $\beta$  0,371,  $p$ -0,002). The contribution of partnership on empowerment is 0.371. The score  $p$ -0,002 indicates that there is a significant correlation between partnership and empowerment in significance level of 0.05. The implication, the sustainable program management, an empowerment-based partnership pattern is needed. The existing condition (figure 9), the partnership is very good (55.70%).

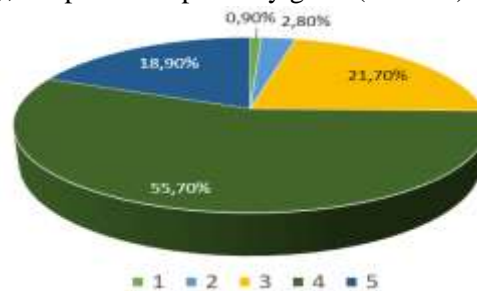


Figure 9 Partnership development (C6,2023)

Hypothesis 4 “Correlation and impact of Human Resources Management on sustainability” ( $\beta$  0,273,  $p$ -0,019) is acceptable. The contribution of human resources management on sustainability is around 0.273, while  $p$ -0.019 indicates that there is a significant correlation between human resources management to sustainability in the significance level of 0.05. The implication, the sustainable program management, a proper human resources management is needed. The existing condition (figure 10), the

score of the program manager’s capacity is very supportive (57.50%) and has an impact on sustainability of program assets management.

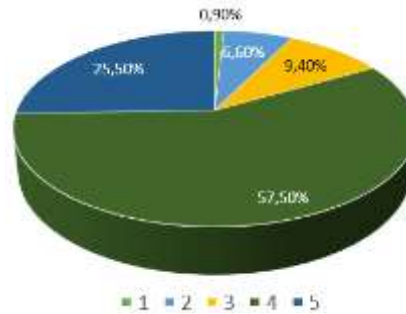


Figure 10 Manager’s capacity for sustainability (E4,2023)

Hypothesis 5 “Correlation and impact of collaboration on sustainability” is rejected ( $\beta$  0,175, p-0,067). The contribution of collaboration on sustainability is around 0.175, the correlation and impact are indirect since it’s more than 0.05 (p-067). The implication, the overall collaboration should be enhanced if the program management wants to be sustainable. The existing condition (figure 11), the participation is still low (43.40%). It is understood that the participation is still being dominated by a certain stakeholder.

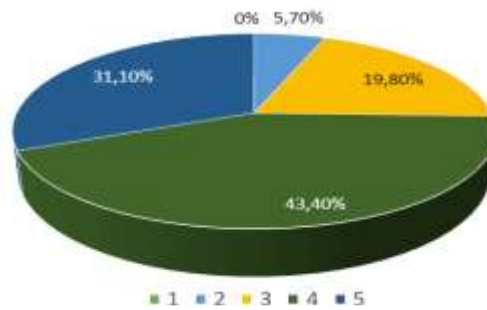


Figure 11 Community Participation (B6,2023)

Hypothesis 6 “Correlation and impact of partnership variable on sustainability” is acceptable ( $\beta$  0,452, p-0,000). The contribution of partnership on sustainability is 0.452, also has a significant correlation and impact on the sustainability of program management with p-0,000. The implication, the improvement of partnership quality for sustainability is needed. The existing condition (figure 12) related to the working partner’s mission is very suitable (58.50%).

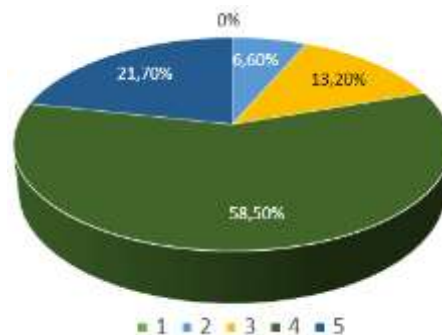


Figure 12 Suitability in mission among partner (C4,2023)

Hypothesis 7 “Correlation and impact of empowerment variable on sustainability” is acceptable ( $\beta$  0,554,  $p$ -0,000). It means the contribution of empowerment on sustainability is 0.554. Furthermore, there is a significant correlation and impact of the empowerment on sustainability ( $p$ -0,000). The implication, if the program management needs sustainability, then it is important to apply the empowerment approach. The existing condition (figure 13), the initiative capability is very high (62.30%) as the impact of the empowerment approach.

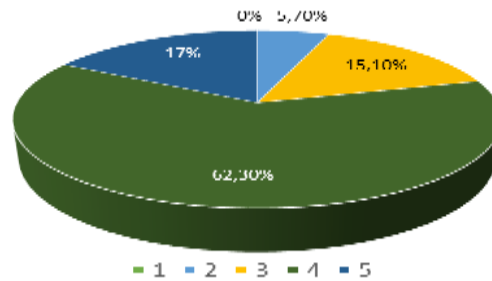


Figure 13 Initiative Capability (D4,2023)

Hypothesis 8 “Impact and correlation of HRM variable with empowerment mediating on sustainability” is acceptable based on ( $\beta$  0,141,  $p$ -0,038). The result of mediating analysis through PLS-SEM indicates that the contribution of HRM with empowerment mediating is  $\beta$  0,141 with an impact of  $p$ -0,038. The implication is that the sustainability of program management including the assets management requires collaboration between the HRM with the empowerment approach.

Hypothesis 9 “Correlation or impact of collaboration with empowerment mediating on sustainability” is rejected since the contribution of the collaboration variable with the empowerment approach is above 0.005 or  $p$ -0.067. The implication is if there is sustainability in program management including assets management, then needs to improve proper collaboration aspects, among others: (1) Openness, in which the stakeholders should *take and give* each other to obtain joint solutions; (2) Respect the differences in perception, idea, and solution; (3) All parties are responsible for achieving the agreement on a way out or strategic solution; (4) Need an agreed solution for an interaction direction among the stakeholders in the future; and (5) Collective awareness that collaboration is a variability process. This important note is in accordance with Bachtiar Effendi’s view (2002) that the success of development is achieved because of an active role of the community in many cases and in making initiative and decision, and increasing all resources in a planned and sustainable manner as the empowerment working principles.

Hypothesis 10 “correlation and impact of partnership with empowerment approach mediating on sustainability” is acceptable ( $\beta$  0,205,  $p$ -0,012). Partnership and empowerment have a significant correlation with sustainability. The contribution to sustainability is  $\beta$  0,205, while the significance of impact and correlation is  $p$ -012.

### Conclusion and Implication

There is a significant impact and correlation between the HRM with the empowerment mediating on sustainability of program assets. Likewise, from the partnership with the empowerment approach mediating on sustainability of program assets management. However, there is no direct correlation of collaboration with empowerment approach mediating on sustainability of program assets management. The implication is all collaboration aspects need to be improved, among others: (1) Openness, in which the stakeholders should *take and give* each other to obtain joint solutions; (2) Respect the differences in

perception, idea, and solution; (3) All parties are responsible for achieving the agreement on a way out or strategic solution; (4) Need an agreed solution for an interaction direction among the stakeholders in the future; and (5) Collective awareness that collaboration is a variability process.

The empowerment approach has a significant impact on sustainability of program assets management. Through the empowerment approach, the people have the capabilities and independence to manage the program assets in a sustainable manner. The implication is, it should create a scene that allows the people to evolve such as with training, institutional facilitation, and the improved capability of fund mobilization, mutually beneficial partnership facilitation. In this case, the partnership and empowerment are appropriate strategies for increasing the economy and people's welfare (Sumodiningrat, 2007).

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